

U.S. ARMY GARRISON
SCHINNEN

LT. COL. RICHARD S.
RICHARDSON

POINTS OF INTEREST:

- OSA Results
- APIC/ACOE submission submitted by 10 Jun 06
- PIRs scheduled for 31 May
- Jan - May - Agreements
- ASIP window opens
- Automated Time Attendance and Production System (ATAAPS)



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Plans, Analysis & Integration

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Lt. Col. Richard S. Richardson

Our Garrison Commander, Lieutenant Colonel Richard S. Richardson, departs on June 14th, for IMA HQ in the Washington D.C. area. He gave us unsurpassed leadership, sound decision-making, freedom to grow and learn from our mistakes and united us in a common purpose. He motivated us to perform at ever higher levels while always improving our customer support. The "Plans" team is saddened by his departure, but happy for him as he prepares to write another chapter in his illustrious career. He will be sorely missed. Richardson leaves us with a legacy though a firm vision of who we are and where we are going as we move as a united garrison into the future. We wish him and his family all the best.....until we meet again.

Leadership is **influencing** people
by providing purpose, direction &
motivationwhile **operating** to
accomplish the mission and **improving** the
organization

Army Communities of Excellence

On March 19th, Installation Management Agency (IMA) released the 'maturity' level criteria for IMA garrisons use to determine which garrisons should consider submitting an Army Communities of Excellence (ACOE) package for the ACOE competition, June 2006.

Three years ago we began our journey towards performance excellence and are proud to announce Lt. Col. Richardson approved our request to submit a package for the competition.

This edition of the PAI training document is dedicated to providing our workforce with an overview of the process and the program's expectations.

What is a mission statement?

A mission statement is a precise description of what an organization does. The mission statement provides the basis for determining the direction of the garrison, the business of the garrison, the products provided to our customers, and the focus needed among our workforce. A mission statement should answer the following questions:

- ◆ Who does the organization serve?
- ◆ What does the organization provide?
- ◆ When does the organization deliver products or services and why?

USAG Schinnen's mission (English and Dutch)

USAG Schinnen provides Army base operations services to joint and inter-agency communities in support of U.S. interests in NATO throughout the Netherlands and Northern Germany.



USAG Schinnen verzorgt de dienstverlening voor de gezamenlijke krijgsmacht en gerelateerde eenheden ter ondersteuning van de Amerikaanse belangen binnen de NAVO in geheel Nederland en Noord Duitsland.

Our mission includes providing

Host Nation Interface
Transportation
MWR
Education
Training Support
Civil Misconduct

Housing
Drivers Training
Chaplain/
Chapel
Garrison EO/EEO
Child & Youth Services

Facilities Management
Official Mail
Army Community
Services
Law Enforcement
Force Protection

USAG Schinnen's vision/visie (English and Dutch)

To be the benchmark installation with a team of empowered Soldiers and civilians committed to ...

- ♦ Serving our customers
- ♦ National, Army and community values
- ♦ Community well-being

“Your community of choice”

Een voorbeeld-legerplaats willen zijn met een team van toegewijde soldaten en burgers, begaan met ...

- ♦ Dienstverlening aan onze klanten
- ♦ Nationale, Leger en gemeenschapswaarden
- ♦ Het welzijn van de hele gemeenschap

“Your community of choice”

What is a vision statement?

- ♦ A vision statement describes a desired **end state** which helps focus the organization's future direction
- ♦ A vision statement “paints a picture” with words, is well articulated and **easily understood**
- ♦ A vision statement should challenge and **inspire** the group to achieve its mission
- ♦ It should orient the group's energies and serve as a **guide to action**
- ♦ Generally, a vision statement addresses a **3-7 year timeframe**
- ♦ Vision statements express where an organization wants to be, **not how** it will get there
- ♦ Ideally a vision statement is **both** action and **customer oriented**
- ♦ The vision statement should be based on a **common understanding** of the validated strategic context and must be **consistent with the organization's values and guiding principles**

Making the vision real requires:

A clear and brief statement must be made and everyone must be able to express it.

Am I expected to know the mission and vision statements?

The preferred answer is YES! However, what's more important is to have an understanding of what these statements mean.

When in doubt remember, help is only a mouse click away - we have distributed mouse pads with the USAG Schinnen mission, vision and a pictorial of our history to remind you.

A composite graphic for USAG Schinnen. On the left, a collage of images includes the US Army Garrison Schinnen seal, a Dutch coat of arms, a modern building, a military vehicle, and soldiers. A banner at the bottom of the collage reads 'USAG SCHINNEN'. Below the collage, small text says 'Artwork created by Sal Espinoza DMWR Marketing'. On the right, the text 'Our Mission' is followed by a paragraph about providing base operations services. Below that, 'Our Vision' is followed by a paragraph about being a benchmark installation and a bulleted list of three points: 'Serving our Customers', 'National, Army and Community Values', and 'Community well-being'. At the bottom right, the phrase 'Your Community of Choice' is enclosed in quotes.

Our Mission

USAG Schinnen provides Army base operations services to joint and inter-agency communities in support of U.S. interests in NATO throughout the Netherlands and Northern Germany.

Our Vision

To be the benchmark installation with a team of empowered Soldiers and Civilians committed to...

- Serving our Customers
- National, Army and Community Values
- Community well-being

"Your Community of Choice"

Artwork created by Sal Espinoza
DMWR Marketing

Why are we forced to change?

- Knowledge causes expectations to change
- Unmet expectations promote competition
- Competition forces change ... or elimination

What is the Malcolm Baldrige National Quality Award?

In 1987 the United States Congress established the Malcolm Baldrige National Quality Award to promote quality awareness, to recognize quality and business achievements of U.S. organizations, and to publicize these organizations' successful performance strategies. Now America's highest honor for performance excellence, the Baldrige Award is presented annually to U.S. organizations by the President of the United States. Awards are given in manufacturing, service, small business, education, and health care. In October 2004, President Bush signed into law legislation that authorizes the National Institute of Standards and Technology to expand the Malcolm Baldrige National Quality Award Program to include non-profit and government organizations.

The application process requires the Garrison to submit details showing our achievements and improvements in seven key areas: **leadership; strategic planning; customer and market focus; measurement, analysis, and knowledge management; human resource focus; process management; and business results.** Each submission will receive 300 to 1,000 hours of review and a detailed report on our strengths and opportunities.

What are the Baldrige Criteria?

The Baldrige performance excellence criteria are a framework that any organization can use to improve overall performance. Seven categories make up the award criteria:

Leadership: Examines how senior executives guide the organization and how the organization addresses its responsibilities to the public and practices good citizenship.

Strategic planning: Examines how the organization sets strategic directions and how it determines key action plans.

Customer and market focus: Examines how the organization determines requirements and expectations of customers and markets; builds relationships with customers; and acquires, satisfies, and retains customers.

Measurement, analysis, and knowledge management: Examines the management, effective use, analysis, and improvement of data and information to support key organization processes and the organization's performance management system.

Human resource focus: Examines how the organization enables its workforce to develop its full potential and how the workforce is aligned with the organization's objectives.

Process management: Examines aspects of how key production/delivery and support processes are designed, managed, and improved.

Business results: Examines the organization's performance and improvement in its key business areas: customer satisfaction, financial and marketplace performance, human resources, supplier and partner performance, operational performance, and governance and social responsibility. The category also examines how the organization performs relative to competitors.

Web-based Organizational Self-Assessment (OSA) Results

In February 2006, sixty-two (62) members of the USAG Schinnen workforce were randomly selected to complete the IMA web-based OSA. Lt. Col. Richardson has reviewed the findings and authorized this office to release the information contained in the report. Electronic versions of the report are available upon request (DLSchinnenPAIO@Benelux.Army.Mil). The following slides provide an overview of the survey and organization demographics; a comparison of USAG Benelux overall category level maturity level (Chievres Garrison, USAG Brussels and USAG Schinnen); and USAG Schinnen's positional and functional item level maturity ratings

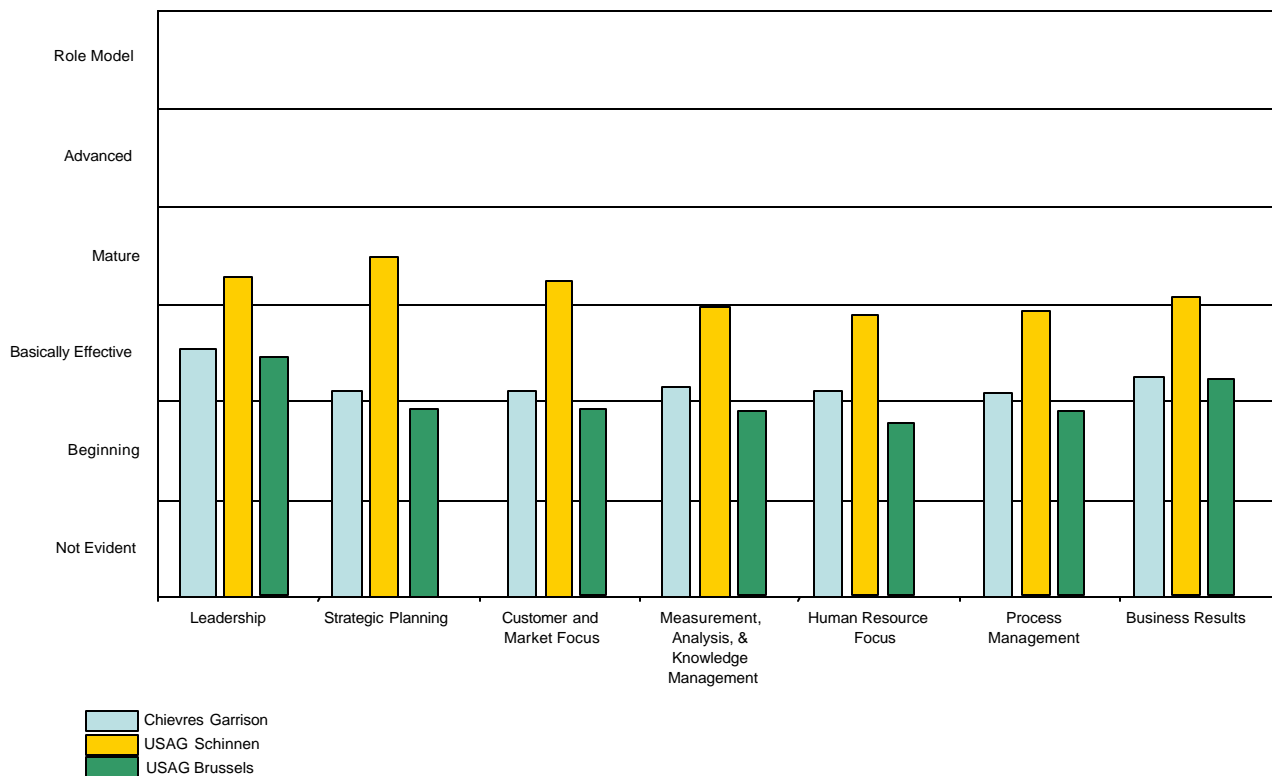
Survey Demographics

SURVEYS DISTRIBUTED	62
SURVEYS RETURNED	58
PERCENT RESPONDING	94%

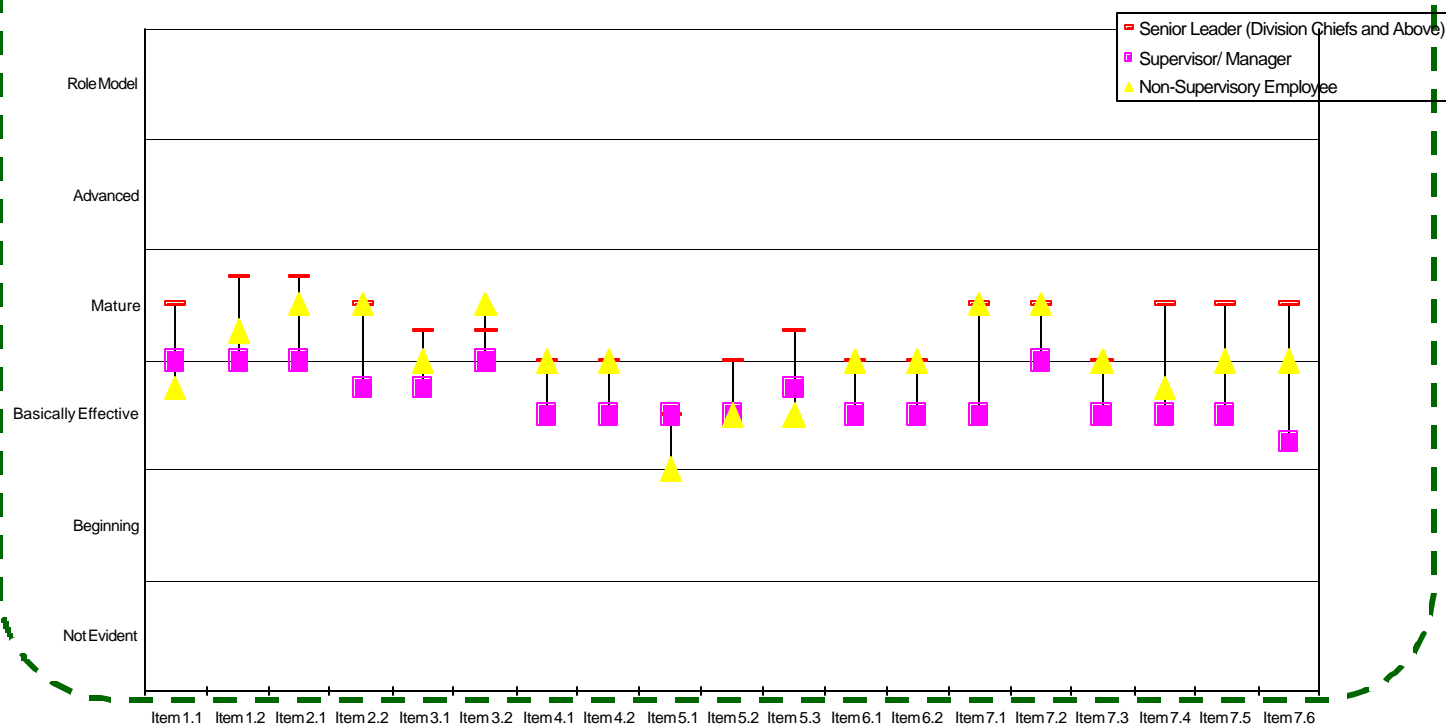
Organization Demographics

Demographic	Number Responded	Response as % of Total
Function		
Garrison Management and Control Offices	9	15.5
DHR	5	8.6
DMWR	10	17.2
DPTMS	5	8.6
DES	2	3.5
DOL	7	12.1
DPW	11	19.0
Installation Support Offices	3	5.2
Other	6	10.3
Total	58	100 %
Position		
Senior Leader (Division Chiefs and Above)	16	27.6
Supervisor/ Manager	22	37.9
Non-Supervisory Employee	20	34.5
Total	58	100 %

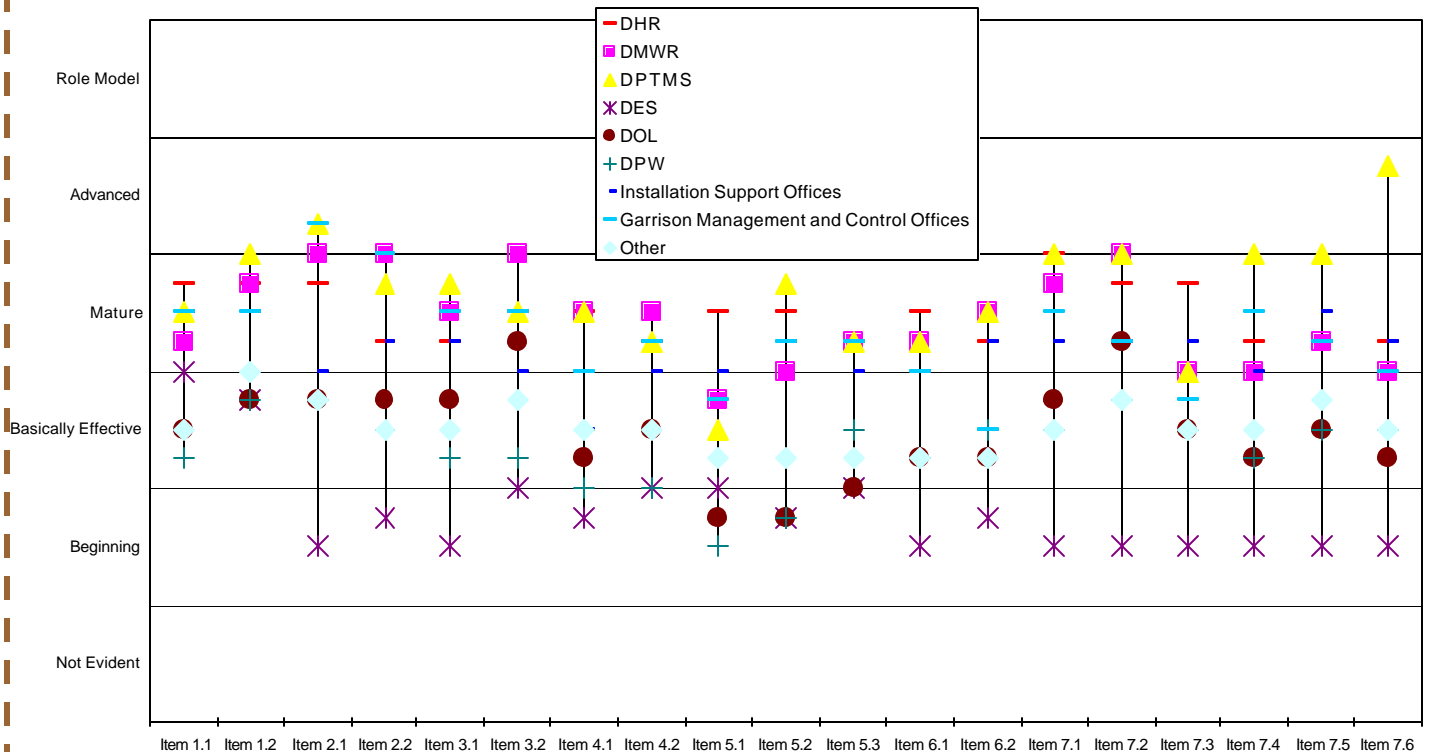
USAG Benelux' Garrisons Overall Category Level Ratings



USAG Schinnen's Item Level Maturity Rating - Position



USAG Schinnen's Item Level Maturity Rating - Function



Strategic Thinkers

Prepare for the Future
Are Growth Oriented
Focus on Opportunities
Capitalize on Strengths
Innovate in a Changing Environment
Are Partners to Progress
Use Structure to Support Growth
Work to Achieve Results
Search for Better Alternatives
Are Supportive of Others
Are Goal Oriented

If I have a question, which program manager (PM) do I contact?

Program	PM	Telephone Number
Activity Base Costing	Connie	360-7438
Army Community of Excellence (ACOE) / Army Performance Improvement Criteria	Connie	360-7438
Army Stationing & Installation Plan (ASIP)	Kent	360-7434
Army Suggestion Program (ASP)	Kent	360-7434
Business Improvement Initiatives	Frans	360-7241
Common Levels of Support (CLS)	Connie	360-7438
Corporate Management System (CMS) / Cost and Performance Management (CPM)	Connie	360-7438
Garrison Symposium	Frans	360-7241
Geographic Information Service (GIS)	Frans	360-7241
Government Purchase Card (GPC) and Financial Economic Analysis	Frans	360-7241
Information Support and Solutions	Mike	360-7648
Information Visualization Tool (IVT)	Mike	360-7648
Installation Planning Board (IPB)	Connie	360-7438
Installation Status Review (ISR), Part III	Frans	360-7241
Installation Status Review (ISR), Parts I and II	Connie	360-7438
Interactive Customer Evaluation (ICE)	Kent	360-7434
Inter-Service Support Agreements (ISSA)	Kent	360-7434
Lean Six Sigma	Connie	360-7438
Long Range Calendar	Kent	360-7434
Productivity Improvement Review (PIR)	Frans	360-7241
QPR Collaboration	Connie	360-7438
Service Based Costing	Connie	360-7438
Short and Long Term Planning	Frans	360-7241
Standard Web Page Design	Mike	360-7648
Strategic Plan Development (includes Action Plans and Goals/Objectives)	Connie	360-7438